



Ron Nirenberg

Mayor

November 15, 2018

TO: Members of the City Council

FROM: Mayor Ron Nirenberg

COPIES TO: Sheryl Sculley, City Manager; Leticia Vacek, City Clerk; Kevin Barthold, City Auditor; John Bull, Presiding Judge of Municipal Court; Andy Segovia, City Attorney; Chris Callanen, Assistant to the City Council

SUBJECT: Performance Review for Council-appointed Executives

Last March, the City Council established 2018 performance metrics for three Council-appointed executives, including: City Manager, City Clerk and City Auditor. (Those metrics are attached hereto.) With respect to the City Manager, the City Council also determined how performance pay would be determined. As discussed at the November 13 Governance Committee meeting, the following process will be conducted to assess performance of these executives, along with the Presiding Judge of the Municipal Court:

1. By November 26, the appointed executives will prepare and deliver a written self-evaluation of their 2018 performance to the Mayor and City Council, with a special emphasis on established performance metrics.
2. Prior to December 11, the following committees have been asked to convene and to review executive performance, as follows:
 - a. **Governance Committee** will review the City Clerk (December 5 meeting)
 - b. **Municipal Court Advisory Committee** will review the Presiding Judge
 - c. **Audit Committee** will review the City Auditor (December 11 meeting)

During upcoming executive session meetings of the City Council, the respective committee chairs will provide information and recommendations regarding these positions.

3. The entire City Council will participate in the review of the City Manager. The Mayor's Office will soon distribute a survey to the City Council to help assess the performance of the City Manager. Councilmembers will be asked to return completed assessments by November 30, which will help inform discussions to be held in executive session. Should any formal action be required in connection with the outcomes of this process, such action would occur in 2019.

A blue ink signature of Ron Nirenberg, consisting of a stylized 'R' and 'N' followed by a horizontal line.

Ron Nirenberg
MAYOR

CITY MANAGER: Sheryl Sculley
Proposed Performance Standards and Initiatives (FY 2018)

Performance Measures

Professional Skills⁽¹⁾
Organizational Staffing⁽²⁾
Relations with City Council⁽³⁾
Fiscal Management⁽⁴⁾
Community Relations⁽⁵⁾
Ethics/Individual Characteristics⁽⁶⁾
Crisis/Disaster Response and Management⁽⁷⁾

Rating by Evaluation Factors				
Unsatisfactory	Needs Improvement	Meets Standards	Exceeds Standards	Outstanding
2	4	6	8	10
2	4	6	8	10
2	4	6	8	10
2	4	6	8	10
2	4	6	8	10
2	4	6	8	10
2	4	6	8	10

Add the rankings together = cumulative rating

(max 70)

Evaluation Factors:

- (1) Maintains knowledge of current development affecting the practice of local government; management-anticipates and analyze problems to develop effective approaches to solving them; sets a professional example by handling City business in fair and impartial manner; sets priorities consistent with effective and efficient delivery of City Services.
- (2) Recruits and retains highly capable personnel; provides for appropriate level of supervision and training to improve performance; Stays accurately informed re: management of compensation and benefits plans in a fair and financially responsible manner; promotes training and development opportunities for employees at all levels of the organization.
- (3) Carries out directives of the body as communicated or voted at the appropriate forums; sets Council meeting agends with background information on policy and action issues; responds well to requests; facilitates decision making with pertinent facts; Is appropriately responsible to individual requests.
- (4) Prepares a balanced budget to provide services at a level directed by Council; prioritizes the need to operate the organization in a cost-effective and efficient manner; ensures proper financial planning, analysis and accountability; monitors and manages fiscal activities of the organization, appropriately. This category includes preparation of proposed budget consistent with Council goals/priorities, as well as implementation of same.
- (5) Makes an effort to understand general community issues and concerns; remains involved and active in the community; represents the City well and in a professional and positive manner; works proactively with the media and press; works effectively with community organizations including chambers of commerce, Bexar County, and other agencies; educates the community on City goals and services.
- (6) Diligent and thorough in discharge of duties (self-starter); exercises good judgement; displays enthusiasm and willingness to adapt; exhibits mental and physical stamina appropriate for the position; exhibits composure, appearance and attitude appropriate for executive position; conduct and behavior with high ethical standards.
- (7) Coordination of staff and agencies in response to disasters or similar crises that may arise; management of same.

FY2018 Special Initiatives

	Rating by Evaluation Factors				
	Unsatisfactory	Needs Improvement	Meets Standards	Exceeds Standards	Outstanding
Development/Implementation of Smart Cities	1	2	3	4	5
Alamo Management Committee Representation	1	2	3	4	5
City Hall/Frost Tower Renovation Projects	1	2	3	4	5
Promote training & implement equity principles	1	2	3	4	5
Airport System Development Committee support	1	2	3	4	5
Climate Action/Adaptation Plan support/work	1	2	3	4	5
2017 bond program implementation progress	1	2	3	4	5
Preparation of legal defense of fire union lawsuits	1	2	3	4	5
Mgmt. of arts agency funding process	1	2	3	4	5
Mgmt. of delegate agency funding process	1	2	3	4	5
Organization Succession Planning	1	2	3	4	5
Implementation of Council-approved Projects	1	2	3	4	5
Housing Policy Task Force report implementation	1	2	3	4	5
Long-term funding solution for Symphony	1	2	3	4	5

Add the rankings together = cumulative rating

(max 70)

Basis for consideration of one-time performance pay:

Add: Cumulative Rating of Performance Measures

(max70)

plus: Cumulative Rating of FY 2018 Special Initiatives

(max 70)

Equals: Total **Combined Rating** of Councilmember

(max 140)

Performance Pay will be determined by adding the Combined Ratings of all 11 councilmembers (max possible score of 1540 and dividing by 11. If appropriate, the Mayor may elect to omit the highest and lowest ratings to estimate a more accurate average of Council scores.

Performance Pay will be as follows:

Average Rating	Performance Pay	Average Rating	Performance Pay
84 or below	zero	115	\$ 62,500
85	\$ 10,000	117	\$ 66,000
87	\$ 13,500	119	\$ 69,500
89	\$ 17,000	121	\$ 73,000
91	\$ 20,500	123	\$ 76,500
93	\$ 24,000	125	\$ 80,000
95	\$ 27,500	127	\$ 83,500
97	\$ 31,000	129	\$ 87,000
99	\$ 34,500	131	\$ 90,500
101	\$ 38,000	133	\$ 94,000
103	\$ 41,500	135	\$ 97,500
105	\$ 45,000	137+	\$ 100,000
107	\$ 48,500		
109	\$ 52,000		
111	\$ 55,500		
113	\$ 59,000		

CITY AUDITOR: Kevin Barthold**Proposed Performance Standards and Initiatives (FY 2018)**

Performance Measures	Pertains to:	FY 2017		FY 2018	Notes:
		Goal	Actual	Proposed	
Number of Audit Reports Completed	Output	32	38	35	38-40 audits in annual plan
Audit Recommendations Accepted by Management	Quality	95%	99%	95%	measure of reasonableness in approach
Percent of Staff Direct Time Spent on Audit Work	Efficiency	78%	76%	76%	average is 76% for municipal audit
Audit Staff with certifications	Staff Development	70%	79%	70%	turnover impacts this measure

FY2018 Special Initiatives**(1) Combined Assurance**

Develop a database of all internal and external audits performed of City departments, accounts or processes from any agency. This would include Single Audits, Federal and State agency audits, and internal work performed by GMA and Finance Compliance and Resolution. The purpose is to enhance our annual audit planning process and look for consistent 'trouble spots' in City operations.

(2) Continuous Monitoring

Develop a set of automated programs to routinely run to determine inconsistencies, errors, anomalies, etc. in City databases. This would include HR data, Vendor Master File, AP files, AR files, etc.

(3) Comprehensive Audit Universe

Continue to enhance a comprehensive, detailed listing of all potential processes, funds, and accounts that could be subject to audit.

(4) Work with Ethics Review Board and implementation of new Ethics Code and Campaign Finance Code.**(5) Maintain Professional/Competant Staff** (including staff education, professional development and retention efforts)**(6) Enhanced City Council relations and interactions****(7) Execution of Council-directed initiatives for office, in addition to audit plan****Basis for consideration of pay increases or one-time performance pay:**

achievement of quantitative measures
surpassing Proposed Goals for FY2018
Satisfactory achievement of Special Initiatives

CITY CLERK: Leticia Vacek					
Proposed Performance Standards and Initiatives (FY 2018)					
Performance Measures	Pertains to:	FY 2017		FY 2018	Notes:
		Goal	Actual	Proposed	
Revenue for Passport & Vital Records Divisions	Output	\$2.25 M	\$2.636 M	\$2.5 M	assumes no fee increase
Meetings Annually Supported by Clerk's Office	Output	450	458	450	City Council and committee meetings
Satisfaction of External Customers	Quality	96%	99%	97%	by survey of external customers
Financial Disclosure Reports Processed	Output	3,500	3,549	3,634	Increases with new boards
Sr. team members w/ Graduate Degree/Prof. Certifications	Staff Development	80%	100%	80%	turnover impacts this measure

FY2018 Special Initiatives

(1) Petition Review and Evaluation

Assurance of Proposed Petition Validation – Prepare and Implement an Action Plan for Proposed Petitions in Coordination with Bexar County

(2) Updates to Clerk Database Systems

This would include: Campaign E-Filing Finance System, E-File Lobbyist Registration & Management System, Crestron City Council Voting System, and Boards and Commissions Online Application & Management System. This would incorporate all FDR and campaign filings.

The system shall provide for the timely acquisition, uploading and publicly availability of campaign filings and information.

(3) Implement New Records Management Systems

Implementation of New Bar Code and Space Management System for Municipal Archives and Records Facility

(4) Develop Strategic Plan for Clerk's Office, its functions and services

(5) Integrate historical documents curated by Clerk's Office into Tricentennial events or programs

Basis for consideration of pay increases or one-time performance pay:

achievement of quantitative measures

surpassing Proposed Goals for FY2018

Satisfactory achievement of Special Initiatives